NORTH HIGHLAND

General Service Administration | Multiple Award Schedule | Authorized Federal Supply Schedule Pricelist

Federal Supply Group: Professional Services

NORTH HIGHLAND

The North Highland Company 3333
Piedmont Road, NE Suite 1000
Atlanta, GA 30305
Phone: 703-253-8344
Fax: 703-253-8359
http://www.northhighland.com/

Contract No: GS-10F-0264P
Period Covered by Contract: April 6, 2004
through April 5, 2024. Price list current as of
Modification #PA-0040 effective February 3,
2021.
Business Size: Large

Online access to contract ordering information, terms and conditions, up-to-date pricing, and the option to cre-
ate an electronic delivery order is available through GSA Advantage!™, a menu-driven database system. The Inter-
net address for GSA Advantage!™ is: http://www.GSAAdvantage.gov

For more information on ordering from Federal Supply Schedules go to the GSA Schedules page at GSA.gov.

Contents

Company Information

1a. Table of awarded special item number(s) with appropriate cross-reference to item descriptions and awarded price(s).

SIN	RECOVERY	SIN TITLE
541611	**541611RC**	**Management and Financial Consulting, Acquisition and Grants Management Support, and Business Program and Project Management Services**
OLM	**OLMSTLOC** **OLMRC**	**Order-Level Materials (OLM's)**

1b. Price list and rates: Refer to Page 23.

1c. Labor category descriptions: Refer to Page 20.

2. Maximum order: $1,000,000.00

3. Minimum order: $100

4. Geographic coverage (delivery area): Domestic Only.

5. Points of production: Atlanta, GA; Austin, TX; Basking Ridge, NJ; Charlotte, NC; Denver, CO; Houston, TX; Los Angeles, CA; Minneapolis, MN; Nashville, TN; New York, NY; Orlando, Fl; Philadelphia, PA; Portland, OR; San Francisco, CA; Seattle, WA; St. Louis, MO; Tallahassee, FL; Washington, D.C.

6. Discount from list prices: Government net prices

7. Quantity discounts: To be negotiated at the task order level.

8. Prompt payment terms. Information for Ordering Offices: Prompt payment terms cannot be negotiated out of the contractual agreement in exchange for other concessions. 0% net 30 days.

9. Foreign items: None applicable.

10a. Time of delivery: To be determined at the Task Order Level.

10b. Expedited delivery: To be determined at the Task Order Level.

10c. Overnight and 2 day delivery: To be determined at the Task Order Level.

10d. Urgent requirements: To be determined at the Task Order Level.

11. F.O.B. point: Destination.

12a. Ordering address: The North Highland Company L L C 3333 Piedmont Road, NE Suite 1000 Atlanta, GA 30305

12b. Ordering procedures: For supplies and services, the ordering procedures, information on Blanket Purchase Agreements (BPA's) are found in Federal Acquisition Regulation (FAR) 8.405-3

13. Payment address: The North Highland Company LLC PO Box 744426 Atlanta, GA 30374-4426 Email: AR @northhighland.com

14. **Warranty provision:** To be negotiated at the Task Order Level.

15. **Export packaging charges:** Not applicable.

16. **Terms and conditions of rental, maintenance, and repair:** Not applicable.

17. **Terms and conditions of installation:** Not applicable.

18a. Terms and conditions of repair parts indicating date of parts price lists and any discounts from list prices: Not applicable.

18b. Terms and conditions for any other services: Not applicable.

19. **List of service and distribution points:** Not applicable.

20. **List of participating dealers:** Not applicable.

21. **Preventive maintenance:** Not applicable.

22a. Special attributes such as environmental attributes (e.g., recycled content, energy efficiency, and/or reduced pollutants): Not applicable.

22b. Section 508 compliance: Not applicable.

23. **Data Universal Number System (DUNS) number:** 804665990

24. **Notification regarding registration in System of Award Management (SAM) database:** The North Highland Company is registered and active in SAM.

Company Overview

The North Highland Company LLC (North Highland) is a global management consulting firm headquartered in Atlanta, Georgia and with offices across the country including in Washington D.C. Since 1992, North Highland has served government and commercial organizations across the United States and around the world. Our focus is on providing and helping leaders in government accomplish more with greater efficiencies. From decades of experience with local, state and Federal clients we understand the unique challenges of the public sector and specialize in mitigating risk and delivering value that positively impacts both the bottom line and society at large. To our clients we are a trusted advisor due to our expertise in enterprise asset management, program management, business transformation, digital transformation and data and analytics, along with our seasoned bench of consultants and subject matter experts.

As the leading change and transformation consultancy, North Highland delivers exceptional results for its clients by placing people at the heart of every decision. We are known for helping clients solve their most complex challenges and driving customer, workforce, and operational transformation. At North Highland, we leverage and integrate technology, harness the power of data, develop program management structures, define strategies, streamline operations, empower people, and maximize the positive impact of customer interactions. Our firm deploys a blend of locally-, nationally-, and internationally- based, experienced consultants to provide innovative solutions for our clients.

In the last five years alone, we have delivered over 1,100 projects for more than 300 different Federal, state, and local government agencies—in states such as Pennsylvania, New Jersey, Texas, Florida, Georgia, Virginia, Colorado, Minnesota, New York, California, and Washington. While our works spans agencies and offices, our clients are predominantly in Transportation and Health and Human Services. We dedicate ourselves to learning the business of government and providing excellent service that earns us trust, and repeat business, from our public-sector clients.

Contact Information

Contract Administrator Contractual POC

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Our Consulting Approach

We approach each Multiple Award Schedule (MAS) engagement with a thorough understanding of project expectations and scope. We develop our projects through a client-centric definition of success and take pride in achieving these results through a collaborative approach with client teams. Our senior-level consultants spend time with our executives to ensure the issues are adequately defined, the desired outcomes are understood, and an effective approach is defined clearly identifying the roles and responsibilities of all parties. A detailed project plan is developed identifying all deliverables and the tasks necessary to address each deliverable. We use standardized and industry-accepted methodologies to develop detailed work plans. Project staffing is a function of assessing required skills and making assignments from our pool of highly experienced consultants. Each project has a designated project manager who is responsible for day-to-day management and control of the project and project resources.

At North Highland, project management is the foundation of what we do. We support the Project Management Institute's (PMI) certification of our employees with significant investments in training. Our methodology and internal project management training is based on PMI standards, and all our personnel who serve in the role of project manager are trained and certified in the North Highland methodology.

North Highland manages delivery and execution of key projects through:

- Use of structured and proven delivery approaches;
- Experienced project managers;
- Leveraging our vast experience, and
- Drawing upon global subject matter experts.

We employ a flexible approach using Agile, Waterfall or Hybrid delivery methodologies and deep technology and industry experience to meet the unique needs of our clients' strategic projects.
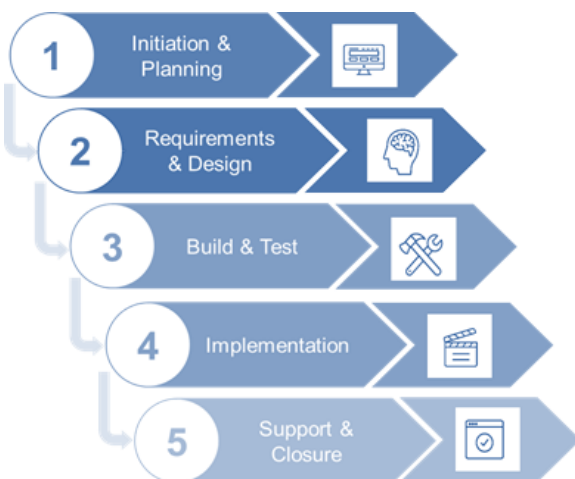
Figure 2: Waterfall Delivery

Figure 1: Agile Delivery

Our project managers have expertise and experience to excel in any delivery methodology. North Highland recommends the approach(es) that best deliver project success, or we adapt to prescribed methodologies by our client or external source (e.g. regulatory authority).

Our approach to every MAS project includes:

Our Project Mangers:

- We recruit the best candidates with the right skills and a great attitude.
- Our project managers have a keen focus on scope, cost, quality and schedule to ensure the achievement of project requirements and stakeholder expectations.
- We guarantee that our PMs are experienced, qualified, capable and will add value from Day 1.

Our Organization:

- We provide oversight and manage processes assuring scope management, quality management, service delivery, and performance management.
- Our knowledge sharing across the company increases re-use and subject matter experts' insight and advice from our global resources.
- We are constantly sharing and improving our techniques, sharing knowledge across our professional community.

Our Clients:

- Whether we adapt to the client's framework or bring in our 'tried and tested' framework and toolkit, we add value and accelerate the impact that we make.

Qualified MAS Services

Constituents demand increasingly more from the public sector. People have come to expect the convenience of remote and after-hour access to a wide range of services. And they want government programs to do it all at a lower cost. In short, government must work smarter by improving productivity, availability, responsiveness, and accuracy.

North Highland's government consulting group empowers Federal agencies and organizations of all sizes to overcome these challenges by providing the following services:

- Program Management
  - PMO & Agile PMO, IV&V, Organizational Governance, Procurement Support, Organizational Change Management
- Business Transformation
  - Workforce Strategy & Optimization, Operational Efficiency, Customer-centric Planning and Management
- Data & Analytics
  - Data Strategy, Enterprise Data Management, Data Governance, Data Visualization, Cloud Data Integration, Advanced Analytics
- Digital Transformation
  - Intelligent Automation, Cloud Strategy & Implementation, Contactless Payment
- Enterprise Asset Management
  - Enterprise Asset Management, Information Management
- Supply Chain

Program Management

PMO and Portfolio Management

We help clients design and implement Program and Project Management Offices (PMOs) tailored to the organizational culture and needs, and we advise organizations on the use of agile and other project management delivery frameworks. From designing Enterprise Portfolio Management solutions to supporting the selection of the right investment initiatives to helping stand up a Project Management Office, our PMO and Portfolio Management service offerings help our clients achieve the expected benefits from their investments.

Program Leadership

We partner with client leadership teams to design, mobilize, and deliver their strategic, high-profile change and transformation programs. Our expertise includes assessment, overhauling failing programs, establishing the right governance and controls, designing and delivering end-to-end programs, and conducting program assurance reviews.

Project Management

By leveraging our global experts and providing experienced project managers and scrum masters, either as individual contributors or as part of a multi-year PM Managed Service framework, we ensure the successful end-to-end delivery of clients' most critical strategic initiatives. We bring experience in both traditional and agile methodologies.

Agile Transformation

We have an established and tested approach to Agile Transformation; the support and expertise that we will provide will depend on where you are on your Agile journey and what you're looking to achieve. Our approach is iterative in nature and provides you the chance to move at a sustainable pace whilst continuously iterating to maintain focus on value creation. Our philosophy is that value can be generated throughout the whole organization; our approach takes into consideration all aspects of creating agility through the end to end value creation process whilst maintaining achieving the level of maturity you wish to get to.
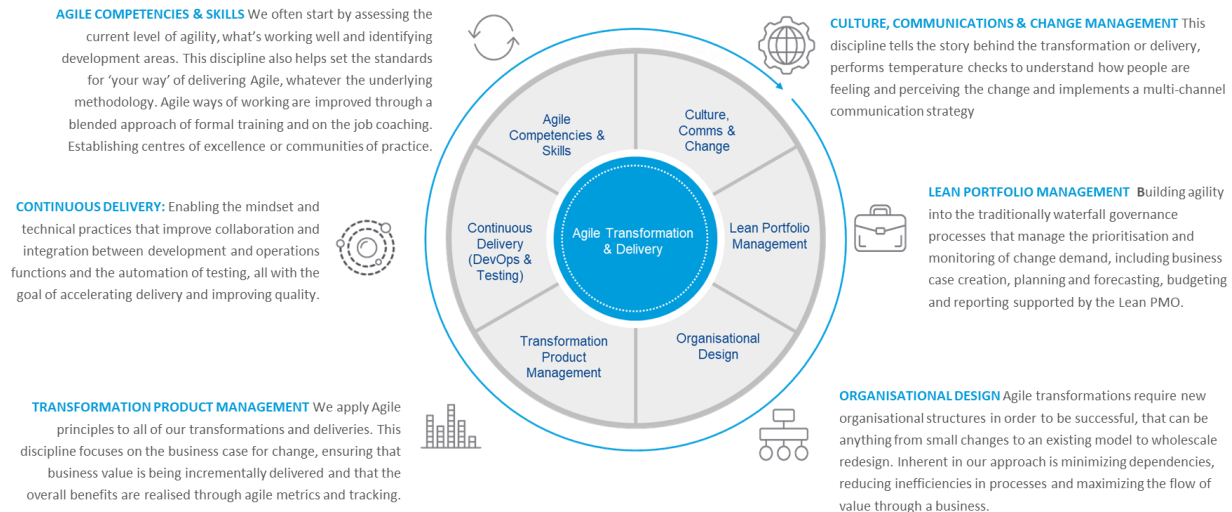
AGILE COMPETENCIES & SKILLS We often start by assessing the current level of agility, what's working well and identifying development areas. This discipline also helps set the standards for 'your way' of delivering Agile, whatever the underlying methodology. Agile ways of working are improved through a blended approach of formal training and on the job coaching. Establishing centres of excellence or communities of practice.

CONTINUOUS DELIVERY: Enabling the mindset and technical practices that improve collaboration and integration between development and operations functions and the automation of testing, all with the goal of accelerating delivery and improving quality.

TRANSFORMATION PRODUCT MANAGEMENT We apply Agile principles to all of our transformations and deliveries. This discipline focuses on the business case for change, ensuring that business value is being incrementally delivered and that the overall benefits are realised through agile metrics and tracking.

CULTURE, COMMUNICATIONS & CHANGE MANAGEMENT This discipline tells the story behind the transformation or delivery, performs temperature checks to understand how people are feeling and perceiving the change and implements a multi-channel communication strategy

LEAN PORTFOLIO MANAGEMENT Building agility into the traditionally waterfall governance processes that manage the prioritisation and monitoring of change demand, including business case creation, planning and forecasting, budgeting and reporting supported by the Lean PMO.

ORGANISATIONAL DESIGN Agile transformations require new organisational structures in order to be successful, that can be anything from small changes to an existing model to wholesale redesign. Inherent in our approach is minimizing dependencies, reducing inefficiencies in processes and maximizing the flow of value through a business.

(Diagram: Agile Transformation & Delivery with segments: Agile Competencies & Skills; Culture, Comms & Change; Lean Portfolio Management; Organisational Design; Transformation Product Management; Continuous Delivery (DevOps & Testing))

Figure 3: North Highland's Agile Transformation & Delivery

Independent Verification and Validation (IV&V)

The intent of IV&V is to mitigate or limit exposure to risk and unforeseen catastrophic events. Verification is a quality control technique used to evaluate the system or its components to verify that the resultant products satisfy defined requirements. Verification answers the question: "Are we building the product (system) right?" Validation is the process of establishing documented evidence that seeks to assure a resultant product or system accomplishes its intended requirements and validates that the product being developed meet user expectations. Validation answers the question: "Are we building the right product (system)?" The "I" in IV&V represents the independence required to execute this work. Independence is required in three realms: technical, managerial and financial.

The objectives of IV&V include:

- Enhance management insight into process and product risk;
- Support project lifecycle processes to ensure compliance with regulatory, performance, schedule, and budget requirements;
- Determine whether processes and products comply with defined requirements;
- Assess quality of processes and products against industry based standards; and
- Facilitate early detection and correction of cost and schedule variances.

North Highland's Management Assessment Protocol/5[SM] – known as **MAP/5**[SM] – represents our proprietary IV&V methodology developed by the company's engineers over the course of numerous engagements in both the private and public sectors.
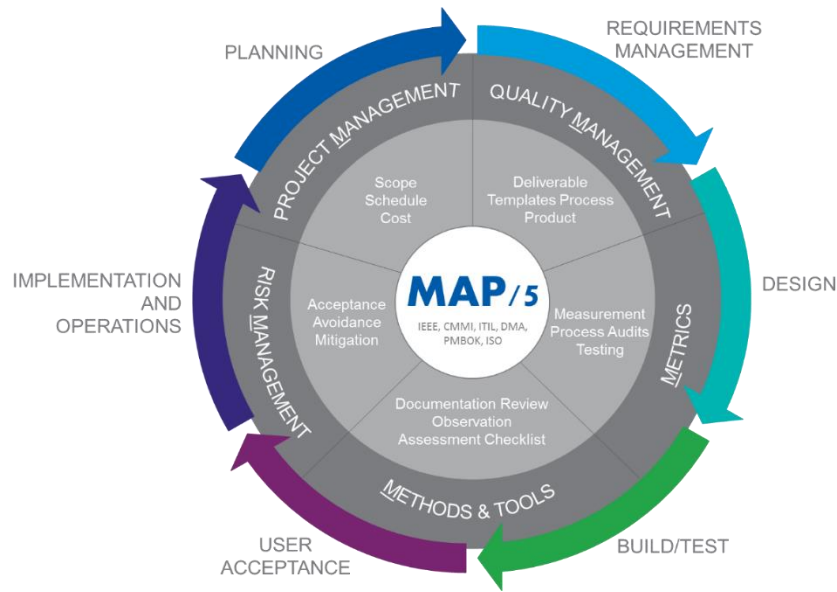
Figure 4: North Highland's proprietary IV&V methodology

Accompanying North Highland's proprietary IV&V methodology is North Highland Quality Management System and Risk Management Lifecycle. North Highland's **QMP/3**[SM] is an acronym for the **MAP/5** Quality Management Protocol that incorporates these three foundational quality components into the methodology – QP, QA, and QC. **MAP/5**'s IV&V Risk Management Protocol – **RMP/6**[SM] – adheres to PMI RM standards and includes six activities as depicted in the graphic

Figure 6: North Highland's Quality Management System   **Figure 5: North Highland's Risk Management Lifecycle**

MAP/5 relies on industry methods or standards in the conduct of IV&V reviews, assessments, evaluations, and reports. *Methods Application* provides a visual as to how methods are applied across common lifecycle events

Organizational Governance

North Highland configures your organization for higher value by streamlining your operations for greater value and efficiency. Our approach focuses on engaging and aligning talent in the broader business strategy. Our solutions are based on the belief that engaged and satisfied people drive productivity. We support the succesful transition of your people into the right jobs, helping you fill gaps in your organization with an inspiring recruiting, onboarding and up-skilling program.

Our framework takes you through a series of step changes in structure, work process and skill development that enable you to drive and accelerate value creation:
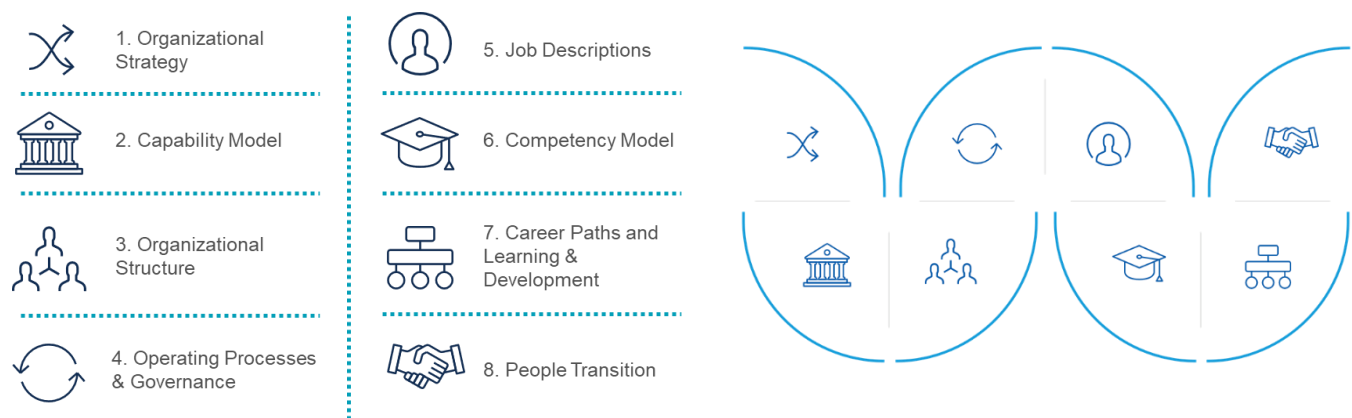
1. Organizational Strategy

2. Capability Model

3. Organizational Structure

4. Operating Processes & Governance

5. Job Descriptions

6. Competency Model

7. Career Paths and Learning & Development

8. People Transition

Figure 7: North Highland's Organizational and Design Framework

Procurement Support

North Highland has supported the development, evaluation, and negotiation of successful, non-protested procurements worth approximately $1.5 billion in software and services for governmental entities within transportation, health and human services, education, regulatory, public safety, and general government. This experience includes many relevant to the Federal Government. From this experience North Highland has developed a Procurement Management framework that follows best practices and procurement laws to employ a flexible, pragmatic approach throughout the procurement lifecycle, including the post-award and contract management phase. Our approach challenges assumptions throughout the procurement process to help achieve best value for our clients, reduce the risk of protest, and ensure the contract delivers the expected benefits. Our methodology is supported by robust tools and templates that have been refined by experience across multiple projects.
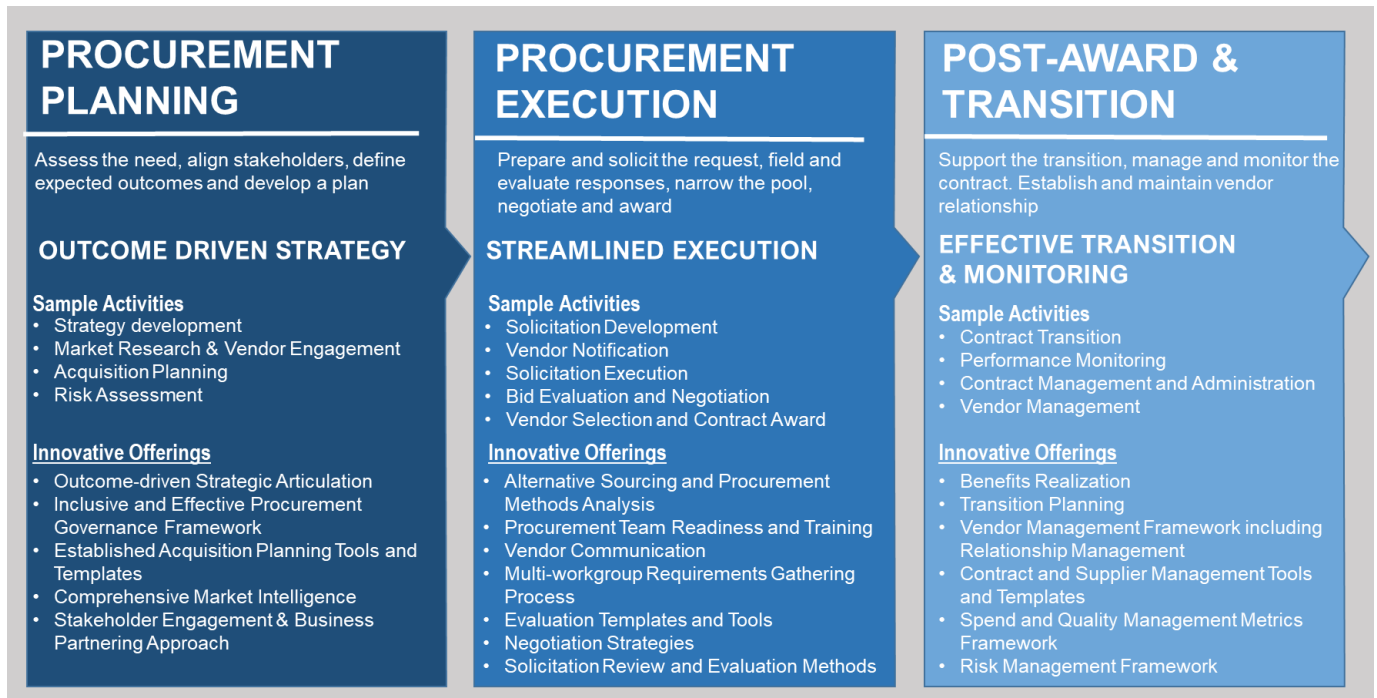
PROCUREMENT PLANNING	PROCUREMENT EXECUTION	POST-AWARD & TRANSITION
Assess the need, align stakeholders, define expected outcomes and develop a plan	Prepare and solicit the request, field and evaluate responses, narrow the pool, negotiate and award	Support the transition, manage and monitor the contract. Establish and maintain vendor relationship
OUTCOME DRIVEN STRATEGY	**STREAMLINED EXECUTION**	**EFFECTIVE TRANSITION & MONITORING**
Sample Activities • Strategy development • Market Research & Vendor Engagement • Acquisition Planning • Risk Assessment	**Sample Activities** • Solicitation Development • Vendor Notification • Solicitation Execution • Bid Evaluation and Negotiation • Vendor Selection and Contract Award	**Sample Activities** • Contract Transition • Performance Monitoring • Contract Management and Administration • Vendor Management
Innovative Offerings • Outcome-driven Strategic Articulation • Inclusive and Effective Procurement Governance Framework • Established Acquisition Planning Tools and Templates • Comprehensive Market Intelligence • Stakeholder Engagement & Business Partnering Approach	**Innovative Offerings** • Alternative Sourcing and Procurement Methods Analysis • Procurement Team Readiness and Training • Vendor Communication • Multi-workgroup Requirements Gathering Process • Evaluation Templates and Tools • Negotiation Strategies • Solicitation Review and Evaluation Methods	**Innovative Offerings** • Benefits Realization • Transition Planning • Vendor Management Framework including Relationship Management • Contract and Supplier Management Tools and Templates • Spend and Quality Management Metrics Framework • Risk Management Framework

Figure 8: North Highland Procurement Support Services

Organizational Change Management

North Highland's approach to change is simple; we enable your people to reach their full potential. Whether the challenge is operational, customer, or workforce, we design change solutions that meet strategic business goals and make sense for the people impacted by the change. We approach change by understanding your employee's needs, identifying their biases and influencing their behaviors.
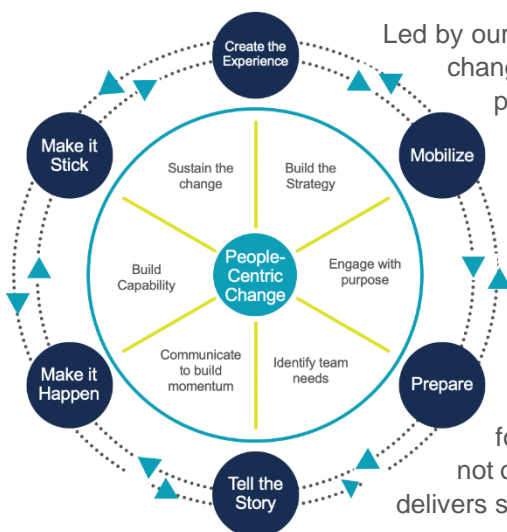
Led by our team of ProSci-certified experts, we take a people-centric approach to change management. We supplement traditional change management practices with techniques that drive higher rates of adoption, engage employees, and enable more relevant change management strategies. Further, we ensure lasting adoption by combining established change management best practices with design thinking techniques, behavioural science, and agile delivery principles.

Elements of design thinking, behavioral science and agile delivery are infused throughout our people-centric model to create an iterative, overall experience. Our model, illustrated in **Figure 9**, identifies six key components essential to making change succesful. At the center, is the focus on the people side of change, empowering your team members to not only be part of the change, but be part of *owning* the change. That's what delivers successful business outcomes.

Figure 9: North Highland's People Centric Approach to Change

Additionally, we leverage our proven change management framework to design change solutions that delivery early value and long-lasting results. Our "Organizational Change Management Framework" includes seven components:

Figure 10: North Highland's Organizational Change Management Framework

- **Change Strategy:** Articulate your organization's unique case for change with a tailored vision to clarify target state and influence change efforts
- **Stakeholder Engagement:** Garner commitment to the change journey and empower leaders to build resiliency throughout the organization
- **Impacts & Readiness:** Identify changes to your organization to deploy tailored interventions and measure adoption to the new reality
- **Business Engagement:** Spark excitement and engagement by mobilizing the business to adopts your vision and the new ways of working
- **Communication:** Provide the right information to the right people, at the right time, by tailoring the messages each person receives
- **Capability:** Prepare your organization for their new reality by identifying and deploying the new skills/tools necessary for success
- **Sustainability:** Drive adoption and unleash your organization's capacity for change by establishing change management capabilities within

Business Transformation

North Highland is the world's leading Change & Transformation consultancy, helping clients succeed in three critical areas:

- **Workforce:** We help clients reskill, retool, redeploy, and reimagine talent to greater effect. New mindsets, new methods, new structures, new outcomes, and new employment models are the result.
- **Operational:** We help clients transform operational and functional areas leveraging data-driven process improvement techniques and digital solutions for optimization, enablement, and automation.
- **Customer:** We support clients moving to a customer-driven model; from early strategy and re-orienting around the customer-to-customer experience design, delivery and implementation at scale.

Workforce Strategy and Optimization

North Highland is recognized as an industry expert in its full-service Workforce Consulting capability. Known for our people-centered consulting approach, we have helped clients around the globe tackle large-scale workforce challenges across all areas of their organizations. From conducting workforce analysis to

understand your current capacity and capabilities, to planning for the future, North Highland has years of experience helping organizations for the right workforce strategy to optimize their output.

Clients are increasingly realizing that change and transformation within their workforce can drive impact across all areas of the business, from improved employee acquisition, retention, resiliency, and productivity to higher customer satisfaction and decreased operational risk. To harness the full potential of the workforce, organizations must consider diversifying their talent portfolios, exploring new capability models, and instilling a growth mindset among employees that embeds agility and data-driven decision making into everyday ways of working. Each of these opportunities is considered with an eye towards transforming enterprise or functional operating models to enable productivity, achieve cost takeout, and increase value creation. We help our clients reskill, retool, redeploy, and reimagine talent to greater effect. New mindsets, new methods, new structures, new outcomes, and new employment models are the result.

Areas of focus common to workforce transformation (but not limited to) may include:

- **Workforce Portfolio Management:** Optimize a variety of workforce models (from temporary to permanent to incubated investment) to deliver against delivery, growth, capability development and differentiation objective.
- **Employee Experience (EX) & Engagement:** Set a clear EX vision and strategy, and align employees and operations to deliver and continuously optimize them.
- **Workforce Optimization & Enablement:** Achieve scale, efficiency, and speed through optimizing employee productivity and value.
- **Workforce Agility & Ways of Working:** Evaluate and employ new workforce models; shift people into new mindsets, skillsets, and continuous improvement as a new normal for how work gets done.
- **Employee Onboarding:** Optimize the employee onboarding experience for sustained employee engagement and loyalty.

Operational Efficiency

Organizations must operate differently and respond to challenging market conditions by increasing speed, aggressively managing or removing costs, and building flexibility. TOperational transformation must consider increasing enterprise or functional performance while reducing overall cost structures. This is achieved by enhancing reliance on data-driven insights to enable decentralized decisions , optimizing processes to create efficiency and improved outcomes, using technology and automation to replace personnel and associated labor costs while driving productivity improvements, adopting new operating models and structures to increase effectiveness, integrating new management and execution methodologies to improve quality, and applying measurement systems to monitor, optimize, and evaluate progress.

We help clients transform operational and functional areas (HR, Care, Supply Chain) leveraging data-driven process improvement techniques and digital solutions for optimization, enablement and automation. We combine proven expertise and customized solutions across North Highland's seven core capabilities to help our clients transform all facets of their business operations.

Areas of focus common to operational transformation (but not limited to) may include:

- **Performance Improvement:** Focus on growth and cost containment to increase bottom-line results.

- **Functional Transformation:** Re-engineer functional competencies to compete, serve, create and deliver value in keeping with changing environments.
- **Operational & Performance Leadership:** Design, establish, deploy and operationalize models, governance and standards that lead to transformative outcomes.
- **Capability & Process Excellence:** Build and optimize capabilities that differentiate and enable enterprise evolution. Use technology as a driver or catalyst for transformation and value creation.

Operational Excellence

North Highland helps clients identify opportunities to drive value through operational improvement. We partner with clients to scope, design, and recommend specific initiatives to improve operational capabilities which will result in achievement of strategic and financial objectives. Our nimble approach prioritizes in-year returns and driving action leading to long term value and sustainability. We measure our success by your success.

Our solutions help clients realize:

- **Top Line Growth:** Improving and developing new capabilities needed to enhance scalability, pursue new revenue models, win market share, and support changes to the organization's overall strategy.
- **Cost Reduction:** Identifying enterprise-wide or function specific opportunities to improve efficiency, reduce costs, provide self-service options, and increase automation.
- **Capability Improvement:** Leveraging everything from technology and data to functional centers of excellence to constantly strive toward improved efficiency and effectiveness.
- **In-Year Returns:** The need to meet shareholder expectations and adhere to annual budgets often require solutions which drive near term financial impact. The key is to not impair long term growth and increase risks. Our focus on speed and flexibility allows us to test ideas fast, balance benefit/risk, and unlock value.

Customer Centric

Understanding and exceeding customer expectations means growth and sustainable differentiation for businesses that organize around customer-centricity and pursue new products, services, solutions, and markets to meet evolving customer needs. In many cases, this can mean drastic evolution of internal structures or changing compensation and incentive models to align leaders and employees around new customer centric values and performance. Efforts may include organizational design, new operating structures, new market evaluation, new care models, and more.

We support clients moving to a customer-driven model. From early strategy and re-orienting the entire organization around the customer, through customer experience design, delivery and implementation at scale. We help clients through customer-centric transformation by defining product, marketing, distribution, service and care strategies that balance and maximize both business and customer value. Our approaches are grounded in insights from analytics and leverage proven techniques such as personalization.

Areas of focus common to customer transformation (but not limited to) may include:

- **Customer Portfolio Management** : Understanding key differences in existing and potential customer segments; attract, retain, and profitably manage your customer portfolio .

- **Customer Experience (CX)** : Setting a clear CX vision and strategy. Aligning employees and operations to deliver experience excellence and continuous optimization, built on the principles of empathy, ease, relevance, and orchestration.
- **Customer Care & Service** : Solving client's challenges, inquiries, and needs on their terms, efficiently and effectively.
- **Customer Markets & Models** : Evaluating and breaking into new markets, and transforming business models to support new channels
- **Customer- Led Innovation** : Staying ahead of competitors and customer expectations by innovating to identify, evaluate, and introduce new prototypes, products and services.

Data and Analytics

North Highland transforms data into a dynamic, competitive asset. We bring together industry experience and technical skill to meet client objectives, boost investment in systems and data, and achieve fast, meaningful results—all while minimizing risk. Through a focus on both customer and operational data-driven insights, we help clients build differentiated analytical capabilities.

- **Information Management:** We develop data, information, business intelligence, analytics strategy, and roadmaps that align with business objectives. Our approach drives data quality through data governance and Master Data Management (MDM) frameworks across people, process, and technology.
- **Data Engineering:** From on-prem enterprise data warehouses to hybrid cloud data lakes to Machine Learning Operations (MLOps), we architect and build the underlying infrastructure to support insight-rich organizations.
- **Data Visualization:** High-quality analytics, grounded in clean, secure data, enables compelling, actionable data stories, scorecards, and dashboards.
- **Advanced Analytics:** Our experts extract meaningful patterns from data to describe, predict, and improve customer experience effectiveness and business performance. Techniques include predictive modeling, machine learning, text mining, topic modeling, and embedding analytical business operations.
- **Enterprise Data Management:** The ability of an organization to precisely define, easily integrate and effectively retrieve data for both internal analytics and insights and external communication.

![North Highland logo]

Figure 11: How We Enable and Optimize Business Through Data

- **Data Governance:** An enabler to provide assurance that data is of high quality, secure and usable. Data governance (DG) is the process of managing the availability, usability, integrity and security of the data in enterprise systems, based on internal data standards and policies that also control data usage.

Figure 12: Core Components of Data Governance

Digital Transformation

Digital technology is a differentiator. It enables the continuously evolving competitive advantage that businesses need to catch up, keep up and thrive.

Solutions require working across or tearing down the traditional company hierarchies and silos. A new way of working is needed, from how you set your strategy to how you engage your workforce and your supply chain to deliver. There is no end state. It's an ongoing transformation and North Highland are helping leading organizations accelerate their journeys.

Intelligent Automation

We offer a dynamic suite of technical Artificial Intelligence (AI) and cognitive capabilities, services and expertise to assist our clients in cost effectively addressing their business process challenges and unlock the value in their existing platforms. Our human-centered approach enables us to effectively match our capabilities to the needs of our clients and identifies critical elements that should be considered to improve the efficiency and speed of core business processes, such that our clients achieve scale and sustained value throughout their robotic process automation journey.

Cloud Strategy & Implementation

Cloud Strategy

North Highland collaborates with your business and technical leaders to chart your cloud journey. We identify strengths and opportunities to inform business priorities, develop cloud design principles, and deliver actionable recommendations for your to-be cloud services. Our architects will develop a cloud-native reference architecture and detailed solution designs to achieve the goals of your digital enterprise.

- **Digital Capability Assessment for Cloud Services:** An assessment of your enterprise digital capability maturity to develop recommendations that inform the development of a Cloud Services Strategy and Roadmap
- **Workplace Technology Strategy and Assessment for Cloud Services:** An assessment of your enterprise digital workforce capabilities, as well as related enabling technologies, to create a Cloud Workplace Technology Strategy and Roadmap
- **Cloud Service System Selection:** A cloud services selection process focused on decision criteria that differentiate the fitness of cloud service solutions and vendor offerings against your organization's the complexities and requirements.
- **Cloud Service Architecture:** A technology architecture design for the digital enterprise that combines a knowledge of modern technologies and legacy strategies that delivers on the value of a "digital core"

Cloud Application Rationalization

Once a strategy is developed, North Highland, rooted in an understanding of the people and processes in your organization, helps you to decide the applications to add, remove and keep for technology-enabled competitive advantage.

- **Map Applications and Business Capabilities:** Beginning with a standard industry business capability model, we will work with your subject matter experts to make adjustments that best suit the mapping of your application portfolio to related business needs.

- **Application Health and Infrastructure Analysis:** Three types of information are gathered on the application portfolio (application health, redundancy, and supporting technology) and then mapped to the business capabilities they enable.
- **Determine the Distribution of Staff and Skills:** Skill distribution for the support staff is developed based on the Skills Framework for the Information Age (SFIA), maturity levels and cost are compared against external sourcing options.
- **Rationalization Business Case and Roadmap:** Gather data representing acquisition, implementation and operating costs to build the business case and roadmap.

Cloud Data Migration

North Highland works with client teams to identify the top products to migrate to cloud platforms, develops a migration plan, and executes the data migration using the right tools for the client's needs. We have experience across Google Cloud Platform, MS Azure, and AWS are **platform agnostic**.

We also have experience creating tools to pool data from the hundreds of legacy systems, and utilizing Microsoft Azure Service Fabric, Gen2 Data Lake, and SQL Data Warehouse to successfully orchestrate and perform extraction, loading, transformation, and auditing processes (ETLA).

Cloud Application Integration

We're experts in technology selection and solution design, working with commercial software, on-premise, cloud, custom integrations, and bespoke solutions to meet our client's needs.

- **Leverage Available Enterprise Solutions and Standards:** Reducing complexity begins with leveraging existing enterprise solutions and adopting enterprise standards. The decision to adopt new technologies should be limited to addressing critical gaps that if left unfilled, would otherwise prevent us from achieving agreed on design principles.
- **Simplify, Stabilize and Drive Cost Efficiency through Standards-based Integration:** Integrating systems should minimize complexity, improve opportunities for automation and real-time interactions to improve operational responsiveness, efficiency and visibility and reduce total-cost-of-ownership.
- **Speed Innovation and Adaptability:** A primary objective for investments in information technology is to improve the ability of the firm to innovate and adapt to business change. The integration architecture should establish the foundation for speeding innovation and adaptability.
- **Bias for a Modern Services and Platforms-based Architecture:** Modern IT systems are characterized by a component architecture that decouples the user interface, business logic, access to data and computing infrastructure. A modern data integration architecture is service-oriented, API and message centric, cloud enabled and built on shared enterprise platforms.

Contactless Payment

Moving to a contactless payment system requires effective organizational change management, communications, and technology alignment. We have articulated our expertise in all of these areas in other sections and have specific expertise in contactless payment with numbers of transit and transportation entities.

Enterprise Asset Management

Enterprise Asset Management

North Highland take a system-driven approach to Enterprise Asset Management. Our approach recognizes that the management of major assets require collaboration between asset owners, contractors and other players in the Asset Management system. The key elements of Enterprise Asset Management are:

- **Organize:** Organizing a good asset management system often takes a transition from a historically grown maintenance approach to a system that allows decision makers to balance performance, risks and costs. We help to make that transition happen.
- **Perform:** Performing is about insight into the performance of the Asset Management system and therefore also of the AM organization.
- **Collaborate:** Efficiency can often be improved by finding strategic alliances between asset owners. We help to create and accelerate those alliances.

Enterprise Asset Management allows for value to be unlocked through short-term opportunities such as warranty management, busines continuity, integrated maintenance and OEM relationship management, and long-term opportunities such as leveraging predictive maintenance and becoming a High Reliability organization.

Our approach to Enterprise Asset Management utilizes an Asset Management Journey:

| **Ambition (why)** | **Analysis (what)** | **Approach (how)** | **Implementation (when and where)** |

Why do you want to change?

Develop a vision for how to unlock the value of assets for your organization

What's the current situation compared to the Future state?

Find the appropriate approach to asset management

How can you achieve the ambition?

Better organization, Better performance, Better collaboration

Build the organizations and locations to support effective Asset Management

How can you make sure you unlock the value?

Better delivery of programs

Change management programs deliver short- and long-term value

Figure 13: North Highland's Approach to Asset Management

Enterprise Information Management

Enterprise Information Management is the ability of an organization to precisely define, easily integrate and effectively retrieve data for both internal analytics and insights and external communication. Enterprise Information Management provides the following value:

- Facilitate better access to trustworthy data and make better, analytically driven, decisions;
- Improve business intelligence and analytics capabilities to become diagnostic (why did something happen?) and predictive (what will happen?);
- Define how to govern, store, secure, integrate, use, and share data (internally and externally);
- Address data ownership and quality control; and
- Prepare for a highly connected world (connected vehicles and infrastructure, IoT, AV/EV, 5G, AI/ML, etc.).

Our approach involves a comprehensive evaluation of the strategy, existing BI/analytics, data, resources/skillsets and toolsets. Following is a complete list of future state recommendations, a robust roadmap and the total cost of ownership to mobilize the roadmap. Outputs can include enterprise data management assessments, data governance models, dashboards, roadmaps scenarios and master data domains plus external reference and transactional data.

Supply Chain

North Highland knows that supply chains exist in all types of organizations. Thus, we are equipped to leverage our supply chain expertise, harnessed in our commercial practice, to the benefit of government agencies. North Highland takes a strategic and analytical approach to optimizing the Supply Chain, leveraging our decades of practical experience to help organizations deliver more, move faster, and to serve increasingly diverse and demanding customers; all in the face of unprecedented global and domestic supply chain headwinds.

Our supply chain capability consists of the following:

- Strategy & Planning
  - Future-State Supply Chain Strategy & Distribution Network Modeling
  - Inventory Management Strategy & Optimization
  - S&OP Process Improvement
- Product Development
  - Speed to Market Process Transformation
  - Product Development Process Design & Implementation
  - Product Lifecycle Management (PLM) Assessment, Design & Implementation
- Sourcing & Procurement
  - Supplier Management Transformation
  - Spend Assessment & Cost Capture Implementation
  - Procurement Organization Build-Out & Transformation
- Distribution
  - Distribution Operations Assessment & Cost Capture Implementation
  - DC/Warehouse Process Improvement & Implementation
  - Labor Planning & Labor Management Optimization
- Supply Chain Technology
  - Technology Strategy & Roadmap Development
  - Selection, Design & Implementation for Point Solutions (e.g. TMS, WMS, LMS, sourcing systems)

Labor Category Descriptions

Business Analyst I

Functional Responsibility: Level 1 Business Analysts work on projects related to consulting services, business improvement efforts, facilitation services, and all aspects of work within the context of PSS. They perform consulting activities to assist clients in activities such as building leadership, performing strategic planning, conducting information analysis, developing process improvements, performing facilitation services, and improving an organization's business results.

Minimum Education: Bachelor's Degree or equivalent.*
Minimum Experience: 1 year of work experience.

Business Analyst II

Functional Responsibility: Level II Business Analysts work on projects related to consulting services, business improvement efforts, facilitation services, and all aspects of work within the context of PSS. They perform consulting activities to assist clients in activities such as leading work streams, building leadership, performing strategic planning, conducting information analysis, developing process improvements, performing facilitation services, and improving an organization's business results.

Minimum Education: Bachelor's Degree or equivalent.*
Minimum Experience: 2 years of work experience.

Consultant

Functional Responsibility: Consultants apply broad management skills and specialized functional and technical expertise to the design and management of PSS consulting projects.

Minimum Education: Bachelor's Degree.
Minimum Experience: 5 years of work experience or equivalent.*

Specialist

Functional Responsibility: Specialists provide expert advice in a particular consulting field. Specialists bring best practices and innovative ideas to the team. They adapt latest trends to in their field to the project at hand.

Minimum Education: Bachelor's Degree.
Minimum Experience: 15 years in related field or equivalent.*
Certifications: Certifications and associations expected in area of specialty (i.e., Security, Computer Networks, Information Technology Management, Business Performance Improvement

Manager

Functional Responsibility: Managers are Project Team Members with a primary focus on delivery. They plan and lead work streams, assure quality completion of the deliverables, participate in new process visioning and design, and plan new solution implementations.

Minimum Education: Bachelor's Degree.
Minimum Experience: 10 years of work experience or equialent.*

Certifications: Encourage and support PMI Certification and other certifications appropriate for areas of consulting focus.

Senior Manager

Functional Responsibility: Senior Managers perform day-to-day management of overall project/contract support functions, possibly involving multiple projects and groups of personnel at multiple locations. They organize, direct, and coordinate the planning and production of all contract support activities. Senior Managers provide the primary interface with client management personnel regarding strategic issues, and direct completion of the projects within estimated time frames and budget constraints.

Minimum Education: Bachelor's Degree.
Minimum Experience: 10 years of relevant work experience or equivalent.*
Certifications: Encourage and support PMI Certification and other certifications appropriate for areas of consulting focus.

Principal

Functional Responsibility: Principals typically fill the role of Project Manager or Account Manager. In some cases, however, they may be asked to share their experience in the role of Project Team Member. They plan and guide multiple complex projects and provide thought- leadership in all roles.

Minimum Education: Bachelor's Degree.
Minimum Experience: 15 years of experience in a related field or equivalent.*
Certifications: Encourage and support PMI Certification and other certifications appropriate for areas of consulting focus**.**

Managing Director

Functional Responsibility: Managing Directors typically fill the role of Program Manager or Account Manager. They plan and guide multiple complex projects with high visibility and business impact and oversee all aspects of executive interaction.

Minimum Education: Bachelor's Degree.
Minimum Experience: 15 years of experience in related field or equivalent.*
Certifications: Encourage and support PMI Certification and other certifications appropriate for areas of consulting focus

Executive Director I

Functional Responsibility: Level 1 Executive Directors provide expert advice, assistance, guidance and counseling in support of organizational improvement efforts in such areas as program and project management, project integration, and program oversight for projects related to consulting services, business improvement efforts, facilitation services, within the context of PSS. They conduct quality assurance reviews for all aspects of key projects.

Minimum Education: Master's Degree or equivalent.*
Minimum Experience: 10 years of relevant experience.

Executive Director II

Functional Responsibility: Level II Executive Directors provide expert advice, assistance, guidance and counseling in support of organizational improvement efforts in such areas as program and project management, project integration, and program oversight for projects related to consulting services, business improvement efforts, facilitation services, within the context of PSS. They conduct quality assurance reviews for all aspects of key projects.

Minimum Education: Master's Degree or equivalent.*
Minimum Experience: 20 years of relevant experience.

*Substitution/Equivalency:

- BS/BA = six years general experience.
- MS/MA = three years general experience.
- Ph.D. = four years general experience.

Example: MS/MA degree = BS/BA +three years of general experience

Labor Rates

Rates per hour apply to the following SIN: 541611

SIN	LABOR CATEGORY TITLE	OPTION 3 YEAR 18 4/6/21 - 4/5/22	OPTION 3 YEAR 19 4/6/22 - 4/5/23	OPTION 3 YEAR 20 4/6/23 - 4/5/24
541611	Executive Director II	$358.03	$365.19	$372.49
541611	Executive Director I	$332.04	$338.68	$345.45
541611	Managing Director	$322.55	$329.00	$335.58
541611	Principal	$298.38	$304.35	$310.44
541611	Senior Manager	$274.18	$279.66	$285.25
541611	Manager	$258.03	$263.19	$268.45
541611	Specialist	$315.16	$321.46	$327.89
541611	Consultant	$206.76	$210.90	$215.12
541611	Business Analyst II	$113.31	$115.58	$117.89
541611	Business Analyst I	$ 90.67	$ 92.48	$ 94.33

Service Contract Labor Standards (SCLS) is applicable to this contract and as it applies to the entire Multiple Award Schedule and all services provided. While no specific labor categories have been identified as being subject to Service Contract Labor Standards (SCLS) due to exemptions for professional employees (FAR 22.1101, 22.1102 and 29CRF 5413.300), this contract still maintains the provisions and protections for Service Contract Labor Standards (SCLS) eligible labor categories. If and/or when the Contractor adds SCLS labor categories / employees to the contract through the modification process, the Contractor must inform the Contracting Officer and establish a SCLS matrix identifying the GSA labor category titles, the occupational code, SCLS labor category titles and applicable wage determination (WD) number. Failure to do so may result in cancellation of the contract.